



# **EQUAL OPPORTUNITY IN SUPPORT OF DEPLOYMENTS**

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# **FOREWORD**

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**This briefing is designed to assist Equal Opportunity practitioners in their preparation for deployment.**

**Learning points are highlighted utilizing personal experiences and those of deployed EOAs in Afghanistan.**





# **OVERVIEW**

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- **Before, During and After Operations**
- **Helpful Agencies in Theater**
- **Observations**
- **Program Manager Expectations of EOA**
- **EOA Expectations of Program Manager**
- **Conclusion**



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# **BEFORE DEPLOYMENT**

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- **Ensure that EOR positions are filled**
- **Consider the cultural/religious concerns of your theater (seek assistance from Chaplain, Intel & Civil Affairs communities) and educate your units**
- **Ensure that you have training course materials (Cdr/1SG Course, EORC, EO Classes, etc.)**
- **Identify ethnic observances that will occur during the tour & take appropriate materials with you**
- **Understand the command relationships in theater and identify units that will be attached to your organization (Are EO reps present in each organization?)**



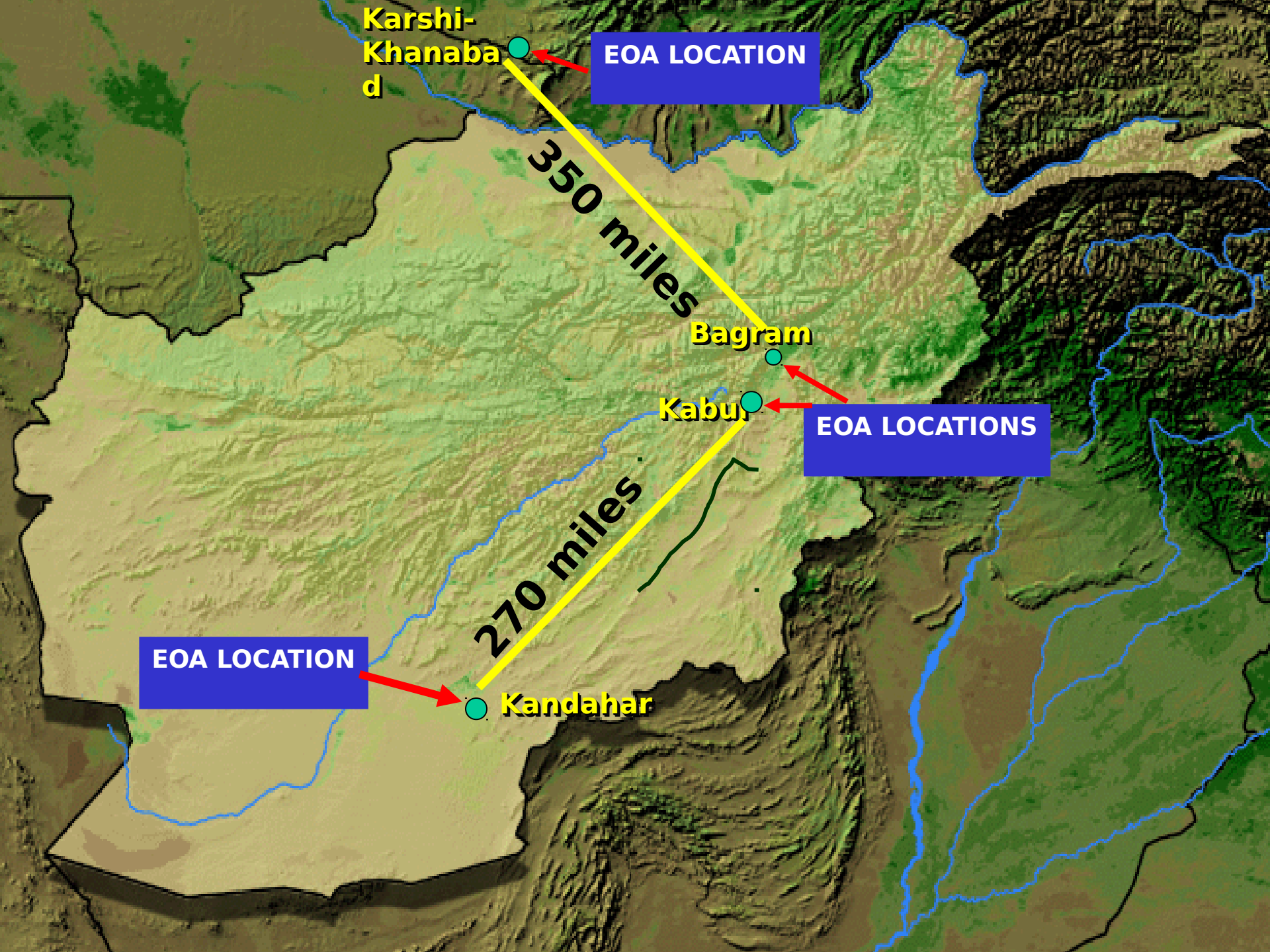


# **BEFORE DEPLOYMENT**

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- **Discuss your “EO coverage” plan with your Commander and get his/her input**
- **Ensure that you have the capability to operate on both SIPR & NIPR systems**
- **Ensure that you have coverage for your rear detachment**
- **Develop a plan to support civilians in theater (there are a number of contractors and AAFES employees)**
- **Understand how the unit will be arrayed in theater and be aware how time/distance factors will impact your ability to**









# **DURING DEPLOYMENT**

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## **Maintain the Offensive**

- **Advertise what you bring to the fight**
- **Get out and meet Command teams of attached units**
- **Establish communications with EO reps at higher & subordinate organizations**
- **Insert an info slide into the Newcomers Briefing conducted by theater reception center**
- **Ensure your EO policy letter addresses all service components**
- **Publish articles/info through Public Affairs**



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# **DURING DEPLOYMENT**

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## **Maintain EO Visibility**

- **Visit troops in the field/fleet (catch rides with Cdr, IG, Chaplain, PAO, etc.)**
- **Place info flyers where service members go (exchange, gym, dining facility, etc.)**
- **Periodically brief during staff meetings**
- **Conduct ethnic observances (morale booster)**
- **Publish a web site (post training slides)**





# **DURING DEPLOYMENT**

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## **Maintain Credibility**

- **Help out in other areas (PMOS, Rating, AFSC, NEC)**
- **Identify and communicate trends to the Commander**
- **Provide recommendations/solutions to address issues**
- **Capture lessons learned and share info with fellow EOAs**





# **AFTER DEPLOYMENT**

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- **Share lessons learned - use info as the basis for conducting future training**
- **Review training course materials & update based on need**
- **Use experiences to justify additional resources (personnel, vehicles, automation equip, etc.)**





# **HELPFUL AGENCIES**

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- **AAFES - Posters for Observances (Hispanic Heritage, Native American, etc.); Food & beverages in support of functions; Gifts for guest speakers**
- **MWR - Movies (Latino, African-American, etc.); Facilities (fest tents, meeting rooms); Decorations**
- **PAO - Internal communication tools and media coverage (to include print & broadcast networks)**
- **Civilian contractors - ethnic meals in the dining facilities**
- **Inspector General - can pool resources (personnel, facilities) to accomplish the mission**





# **OBSERVATIONS**

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- **Must be familiar with EO procedures for the other Services**
- **Sexual harassment was the most prevalent issue (Active, Guard & Reserve components)**
- **Disparaging comments occurred based on duty-status (Active, Guard, Reserve)**
- **Command climate surveys were an excellent preventative tool (issues that exist at home base/post/ship will exist on deployment)**
- **Units that routinely conducted EO training were able to successfully resolve issues at the lowest level**





# **OBSERVATIONS**

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- **FO is the Commander's program - be productive in whatever capacity the Commander chooses**
- **Be imaginative/creative when faced with resolving a challenge**
- **FORs are invaluable tools**
  - **remote sites (you can't be everywhere)**
  - **ensure these positions are filled**
  - **utilize Guard/Reserve**
- **Your training has prepared you for the mission**



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# **PROGRAM MANAGER EXPECTATIONS OF EOAs**

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- **Be enthusiastic about your duties/responsibilities**
- **Be creative**
- **Establish a positive rapport with your command team and subordinate command teams**
- **Ensure that you are included in staff meetings**
- **Provide coaching/mentoring to EORs within your unit**
- **Keep the Program Manager informed**





# **EOA EXPECTATIONS OF PROGRAM MANAGERS**

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- **Be committed to the EO Program**
- **Establish and nurture a strong, healthy EO Office**
- **Understand the EOA's responsibilities and obligations**
- **Organize and participate in team-building activities**
- **Facilitate the working relationship between the Commander and EOA**
- **Develop strategies to get EOAs involved in day-to-day operations**
- **Mentor and provide professional leadership**





# CONCLUSION

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***EO = READINESS***  
***(in peace and war)***

